



***Reducing Acquisition Response  
Time:  
Developing a Fast and Responsive  
Development System***

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# ***Vice Chief of Staff***

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Reducing the time to develop and field new and modified systems is essential to making the acquisition systems faster and more responsive to the changing needs of the warfighter.

This must include fielding current technology for our warfighters while lowering the cost of our weapons and minimizing the amount of program instability.

Gen Lester Lyles, AF/CV

Memo to OSD(A&T)

31 August 99



# ***Voice of the Customer***

**Sec Def Cohen                      14 March 1997**

**"... We need a fast-paced acquisition system that can seize upon the new technologies.....We need to quickly put technology to the warfighters hands to meet their needs while ... it is still new and competitive."**

**Dr Kaminski USD(A&T)        14 March 1997**

**"... We need to cut our acquisition cycle times - The time that's required for us to conceive of, develop, and field a system, and to field it ready for use.."**

**Dean Clubb Texas Instruments        Fall 1996**

**"The value of being first to market with innovative solutions is key to true competitive advantage. This is true in the commercial market place and it is true in the military market."**

**"The bottom line is that blinding speed equals competitive advantage"**

**Gen Fogleman        Air Force Chief of Staff        Feb 1996**

**" We need to make the acquisition system more responsive to the needs of the warfighter"**

**David Packard        Head Blue Ribbon Commission        1986**

**"A serious result of this management environment is an unreasonably long acquisition cycle - ten to fifteen years... This is a central problem from which most other acquisition problems stem..." "We believe that it is possible to cut this cycle in half."**

**Joint Chief of Staff                      1986**

**"The most important way technology could enhance our military capability would be to cut the acquisition cycle in half."**



# ***Former Secretary of the Air Force***

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**“Cycle time reduction is an issue who’s time has clearly come. It’s the next logical step in acquisition reform.”**

**Dr Sheila  
Widnall**



# ***Packard Commission “A Formula for Action”***

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**“. . . In frustration, many have come to accept the ten-to-fifteen year acquisition cycle as normal, or even inevitable.**

**“We believe that it is possible to cut this cycle in half. This will require radical reform of the acquisition process. It will require a concerted actions by the executive branch and Congress, and the full support of the defense industry. Specifically, we recommend that the Administration and Congress join forces to implement the following changes in the defense acquisition system.”**

**David Packard  
“A Formula For Action”**

**Packard Commission Report Pg. 15**



# ***Packard Commission “A Formula for Action”***

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**“ . . . The Chairman of the Joint Chiefs of Staff stated that the most important way technology could enhance our military capability would be to cut the acquisition cycle in half. We believe that this objective is critically important, and we believe that it can be achieved. It can not be done by technology alone, however. It requires a radical departure from our current organization and procedures. This, in turn, necessitates a new spirit and willingness to change among acquisition professional. . . . ”**

**“We urge Congress and the Administration to work together to implement the Commission’s formula for action to accomplish these critical reforms.”**

**David Packard**

**“A Formula For Action”**

**Packard Commission Report Pg. 35**



*Acquisition Response Time*

# ***Packard Commission Conclusions (1986)***

**“An unreasonably long acquisition cycle - ten to fifteen years for our major weapon systems ... is a central problem from which most other acquisition problems stem:**

- It leads to unnecessarily high cost of development...**
- It leads to obsolete technology in our fielded equipment...**

**• And We believe it is possible to cut this cycle in half”**

Packard Commission: “A Formula For Action



# ***Various DoD Cycle Time Goals***

Federal Acquisition Streamlining Act (FASA) (1994)

- “Deliver emerging technology to troops in 50% less time”

DoD’s National Performance Review (NPR) Goal (1996)

- **25% cycle time reduction target** for MDAPs by Year 2000
- Compares MDAPs begun before 1992 and after 1991

DSAC Direction (1997)

- Aim for 50% reduction in acquisition cycle time
  - Set Commodity Specific Goals
- Institutionalize changes in 5000.2-R policy





*Impacts of Long Development Times*  
***Impact on Warfighter***

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**“The most important way technology could enhance our military capability would be to cut the acquisition cycle in half.”**

**Chairman of the Joint Chiefs of Staff - Packard  
Commission 1986**